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### Jefferson Transit Authority Resolution No. 22-14

A RESOLUTION of the Board of Directors of the Jefferson County Public Transportation Benefit Area, hereinafter called the "Authority", authorizing the Interim General Manager to Sign an Agreement with GMP Consultants to recruit for a permanent Jefferson Transit Authority General Manager.

WHEREAS, Article V, Section 5.1 of the Jefferson Transit Authority Board Bylaws authorizes the Authority to appoint a general manager; and

WHEREAS, the Authority desires to commence recruiting for the appointment of a permanent general manager to replace the general manager who retired on May 31, 2022; and

WHEREAS, the Authority appointed an interim general manager; and

WHEREAS, Jefferson Transit staff and Authority Board subcommittee completed an RFQ process. GMP Consultants was the firm with the highest cumulative score. Jefferson Transit staff and Authority Board subcommittee recommends a contract be awarded to GMP Consultants to recruit for a permanent general manager; and

**WHEREAS**, Jefferson Transit Authority is ready to proceed with the project and now requires authorization from the Authority for the Interim General Manager to sign said agreement;

**NOW**, **THEREFORE**, **BE IT RESOLVED** that the Jefferson Transit Authority Board does hereby authorize the Interim General Manager to sign and execute the Agreement with GMP Consultants in the amount of \$ 30,000.00, plus additional expenses, to recruit for a permanent Jefferson Transit Authority General Manager.

### **CERTIFICATION**

The undersigned duly qualified Clerk of the Board, acting on behalf of the Jefferson County Public Transportation Benefit Area, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Jefferson Transit Authority Board held on this 21st day of June, 2022.

<u>⊏ x</u>C

Member

Member

Vice Chair

Member

Attest:

Clerk of the Board



**MARCH 2022** 

# Recruitment Services Proposal

FOR JEFFERSON TRANSIT AUTHORITY

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

**GMP CONSULTANTS** 

Greg@gmphr.com (206) 714-9499 www.gmphr.com





Ms. Jayme Brooke Grants & Procurement Coordinator Jefferson Transit Authority 63 4 Corners Road Port Townsend, WA 98368

Dear Ms. Brooke,

Thank you for the opportunity to provide a proposal to conduct General Manager search services for Jefferson Transit Authority (JTA). I am pleased to submit our proposal to assist with this important recruitment. The proposal provides a proposed project schedule, work plan, professional fee and a warranty & guarantee.

We believe our firm offers several distinct advantages to Jefferson Transit Authority: A tested, successful approach. Having personally conducted over 100 city/county management searches, our proven process provides a best practices approach to this important recruitment.

As the previous founder and CEO of the Prothman Company, I was the driving force that brought the search expertise as well as industry knowledge the lead to the successful search and selection of 7 transit general managers. With creation of GMP Consultants LLC I now bring a highly experienced group of talented former public sector practitioners who bring direct experience in all facets of local government that no other firm in the Northwest can match.

If you have any questions regarding the proposal and the associated project schedule, please do not hesitate to contact me. I look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,

Greg M. Prothman

President, GMP Consultants LLC



#### **ABOUT GMP CONSULTANTS**

GMP Consultants is a Pacific Northwest-based public sector executive search firm with a collective 180 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. They have served in a wide range of positions, from city & county managers to planning & public works director to director of management information systems and finance director.

#### **Our Qualifications**

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 400 executives searches and over 80 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

#### Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants. Our entire executive recruitment group works as a team to leverage their networks to assist with each recruitment.

- Service & Relationship Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- Customized Solutions We take the time to become familiar with your organization to ensure that we offer the best solution not just offering a single service.
- People First We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- Team Approach Our entire consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.

#### **CHALLENGES & OPPORTUNITIES FOR THIS RECRUITMENT**

Some challenges for recruiting a General Manager for Jefferson Transit Authority will be the high cost of housing, a competitive salary, a location away from an urban center, and the realities of "the great resignation" resulting in a diminished applicant pool nationwide. However, the General Manager position is a good job with a stable Board of elected officials representing member agencies and the area is noted for its high quality of life in a scenic area with an abundance of recreation opportunities.



#### **PROJECT TEAM MEMBERS**

#### Greg M. Prothman - President

Greg offers a unique combination of 20+ years of experience in various functions of government and 25 years of experience in public sector recruitment. Prior to forming GMP Consulting, Greg founded and was the driving force at Prothman Company as its CEO. Prior he was a partner at Waldron & Company. Early in his career Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master's degree in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration (MPA) degree from the University of Washington. Additionally, he completed the Senior Executives in State and Local Government program at Harvard University. Greg is a volunteer member of Seattle Mountain Rescue and a member of Crystal Mountain Ski Patrol.

#### Andrew Neiditz - Senior Consultant

Andrew is a tenured public administration professional bringing over 40 years of public sector leadership and management experience. Prior to retirement Andrew was the first executive director for the newly created South Sound 911 where he managed the consolidation of dispatch services for 19 police and 22 fire departments. Prior, he served as city manager for the City of Lakewood, WA for eight years and City Administrator for the City of Sumner, WA for six years. Andrew also has extensive leadership experience at county level having served as Deputy County Executive for Pierce County, WA for eight years. Andrew is a recognized leader in his professional associations having served as International City Manager Association's regional Vice President and Washington City Manager Association President. Andrew has a Bachelor of Arts in Social Work from Stockton State College and a Master of Public Administration from the University of Oregon. In addition to being an ICMA credentialed manager he has also attended the Senior Executive Program, State and Local Government at Harvard University.

#### **ADDITIONAL GMP TEAM MEMBERS**

#### **Bob Larson - Senior Consultant**

Bob is an experienced municipal manager who has served in senior management positions and local government since 1986. He is recently retired from City of Gig Harbor where he served as City Administrator. Previously he served for 16 years with the City of Snoqualmie as City Administrator. He also has city management experience in Minnesota where he provided management expertise with two communities. Bob is a former Washington City Manager Association President as well as serving on the Board of Directors for NORCOM. He is known and well respected within municipal government for his leadership and management qualities. Bob has a strong background in municipal finance, capital programs development, creating community partnerships, economic development, customer service improvements and organizational development. Bob has a Bachelor of Science Degree in Urban & Regional Planning and a Masters in Urban & Regional Planning. Bob is an avid skier and hiker.

#### Jennifer Ferguson - Finance Consultant

Jennifer recently retired from public service and has thirty years in public sector administration, finance and economic development. She has significant experience in financial policy and procedures, operating and capital budget development and economic/business development initiatives. She has held positions at the City of Stanwood, Issaquah and City of Snohomish, as well as small cities in Minnesota and State of Minnesota Small Business Development Center before moving to Washington.



#### Stephen Clark - Public Works & Planning Consultant

Steve is a unique in that he brings 40 years of knowledge and experience in both public works and municipal planning to the company. After his retirement from the City of Maple Valley where he served as both Community Development and Public Works Director for six years, he has served as interim public works director for the cities of Snoqualmie, Yelm and Port Angeles. Additionally, he served as Maintenance and Operations Director for the City of Bonney Lake and Interim General Manager for the Snoqualmie Pass Utility District. Steve began his career as a senior planner for Yakima County and later became the Assistant Manager for Woodinville Water & Sewer. He has also served as Capital Projects Manager for City of Issaquah and Transportation Development Coordinator for the City of Renton. He also served 10 years as the City of Newcastle's Public Works Director. Steve holds a Bachelor of Arts from the University of Washington in Urban Planning and a Master of Business Administration from City University. Steve remains active in both American Public Works Association and the American Planning Association.

#### Justin Veniezia – IT Consultant

Justin Venezia brings over 20 years of Information Technology experience to Prothman. His resume includes working with/for major software firms - including VMware, F5 Networks and Citrix. He has extensive experience with designing, implementing, and operating large-scale/enterprise networks and telephony systems while managing support/operation/engineering teams at companies such as Blue Cross/Blue Shield and as an IT director one of the largest regional banks in Northeastern Pennsylvania. His experience brings a full "360 degree" view of IT services and solutions, focusing on how users consume IT as well as how customers choose, operate and implement technology to solve business and technical challenges.

#### Sarah Marsh - Content Designer

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two award-winning children's books with Disney-Hyperion and Little, Brown.

#### TRANSIT ADMINISTRATION SEARCH EXPERIENCE

**Grays Harbor Transit, WA** 

General Manager Maintenance Manager

Intercity Transit, WA General Manager Island Transit

Kitsap Transit, WA
Operations Director

**Executive Director** 

Pacific Transit System, WA Director

Pacific Transit System, WA

Director

Ben Franklin Transit, WA
Director of Transit Operations
Transit Operations Assistant Director
Transit Operations Director
Chief Operations Manager

General Manager

Eastern Sierra Transit Authority, CA

**Executive Director** 



#### **INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT**

**Review and Finalize Search Process and Schedule** - We'll meet with JTA Search Committee and JTA Staff, either virtual or in-person, to review project needs, process, schedule and identify the scope of the recruiting market. Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications in your next recruitment.

**Key Stakeholder Meetings and Community Meetings -** We'll meet with JTA and community stakeholders, either virtual or in person, to establish applicant screening emphasis.

**Develop, Review, and Approve a Detailed Recruitment Profile & Invitation** - We'll create a detailed recruitment profile highlighting the strengths of your job opportunity. Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- Community Profile
- The Organization, Department, & Position
- The ideal Candidate

- Challenges & Opportunities
- Compensation & Benefits
- Resources
- Your Social Media (if applicable)

#### STRATEGIC MARKETING

#### **Targeted Recruitment in Regional and National Markets**

- Washington State Transit Association
- Oregon Transit Association
- American Public Transit Association,
- Community Transportation Association
- Mass Transit Magazine

- Association of Washington Cities
- Oregon League of Cities
- Careers in Government
- Jobs Available.

Targeted Recruitment to Increase Diversity of Applicants - We know that diversity and inclusion in the workforce enhances and enriches local governments capacity to better understand, communicate, and serve all residents of their communities. It is our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients.

africanamericanjobnetwork.com asianjobnetwork.com disabilityjobnetwork.com latinojobnetwork.com Igbtjobnetwork.com retirementjobnetwork.com veteranjobnetwork.net womensjobnetwork.com

**Development of Candidate Database for Direct Mail Invitations -** We will mail approximately 500 letters of invitation to transit executives in the US.



#### CANDIDATE SCREENING AND SHORTLIST PRESENTATION

**Candidate Application Materials** - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and five professional references.

**Selection & Interview of Semifinalists** - We review all candidate application materials and identify 8 to 12 of the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

**Search Committee Work Session** - All semifinalists are reviewed & discussed by Search Committee. Search Committee information includes: Applicant's cover letter, application, resume, essay questions, consultant semifinal interview notes and candidate summary sheet. Search Committee selects the finalist candidates.

#### **FINAL INTERVIEWS & SELECTION**

**Design and Preparation of Final Interviews -** We will help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We will tailor the process to fit your needs.

**Reference & Background Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

Candidate Travel - We'll also help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements. prepare all candidate materials for the interviews.

**Final Interviews & Selection** - The Search Committee (and advisory panels if used) interview finalists. We will facilitate a debrief with all panel participants. After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

**Candidate Appointment** - We will facilitate potential contract elements with Search Committee. Once your top candidate has been selected, we will assist as needed with the job offer, contract negotiations, and employment agreement.





A proposed timeline of 14 weeks for major milestones is presented below,

Kick-off Meeting & Search Committee/Stakeholder Interviews	Week of April 1
Recruitment Profile Development, Review, & Approval	Week of April 18
Advertising Begins - Online, Direct Mail, Personal Outreach	Week of April 2
Application Closing Date	
Applications are reviewed and sorted	June 5
<ul> <li>Semifinalists are selected (8 to 12 of the most promising candidates)</li> </ul>	
Semifinalist Interviews	14/a = l = £
<ul> <li>Virtual interviews are completed by Greg Prothman &amp; Andrew Neiditz</li> </ul>	Weeks of June 6 & 13
<ul> <li>Consultant prepares interview notes for Search Committee review</li> </ul>	June 6 & 12
Search Committee Work Session	
<ul> <li>Semifinalists are reviewed &amp; discussed by Search Committee</li> </ul>	) March of Lagrange
Search Committee selects finalists	Week of June 20
Search Committee designs final interview process	
Final Interview Preparation	
Conduct reference & background/criminal history checks	
<ul> <li>Create master interview schedule for Search Committee and all advisory</li> </ul>	Weeks of
committee members	June 27 & July 5
Coordinate candidate travel	
inal Interviews	
acilitated by Greg Prothman & Andrew Neiditz	
Search Committee (and advisory panels if used) interview candidates	Week of July 11
Consultant facilitates panel debrief to Search Committee	
Consultant assists Search Committee's evaluation of finalist candidates	



#### **PROFESSIONAL REFERENCES**

#### Island County, WA

Catherine Reid, HR Director Creid@islandcountywa.gov 360-240-5584 County Administrator (In Progress)

#### **Gunnison County, CO**

Matthew Birnie, County Manager MBirnie@gunnisoncounty.org 970-641-3061 Chief Financial Officer (In Progress) Asst. County Manager for Public Works (In Progress)

#### City of Pasco, WA

Dave Zabell, City Manager zabelld@pasco-wa.gov 509-834-9343 Police Chief, Finance Director City Manager, Deputy City Manager

#### City of Lakewood, WA

John Caulfield, City Manager jcaulfield@cityoflakewood.us. 253-983-7703 Finance Director, City Manager

#### City of Belgrade, MT

Russell C. Nelson, Mayor rnelson@cityofbelgrade.net 406-388-3760 City Manager (2)

#### City of Snoqualmie, WA

larsonmail@msn.com
Matt Larson, 4-term Mayor (Recently retired)
425-281-3333
Police Chief & Fire Chief
Community Development Director
IT Director, Finance Director

#### **PROFESSIONAL FEE**

The fee for conducting a General Manager recruitment is \$18,000 with a not to exceed figure of \$23,000. The professional fee covers all consultant and staff time required to conduct the recruitment. If, however, a candidate is not chosen in the first recruitment effort and the search is repeated, JTA agrees to reimburse the direct expense which may exceed the \$23,000 figure. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The Agency will be responsible for reimbursing expenses incurred on the Agency's behalf.

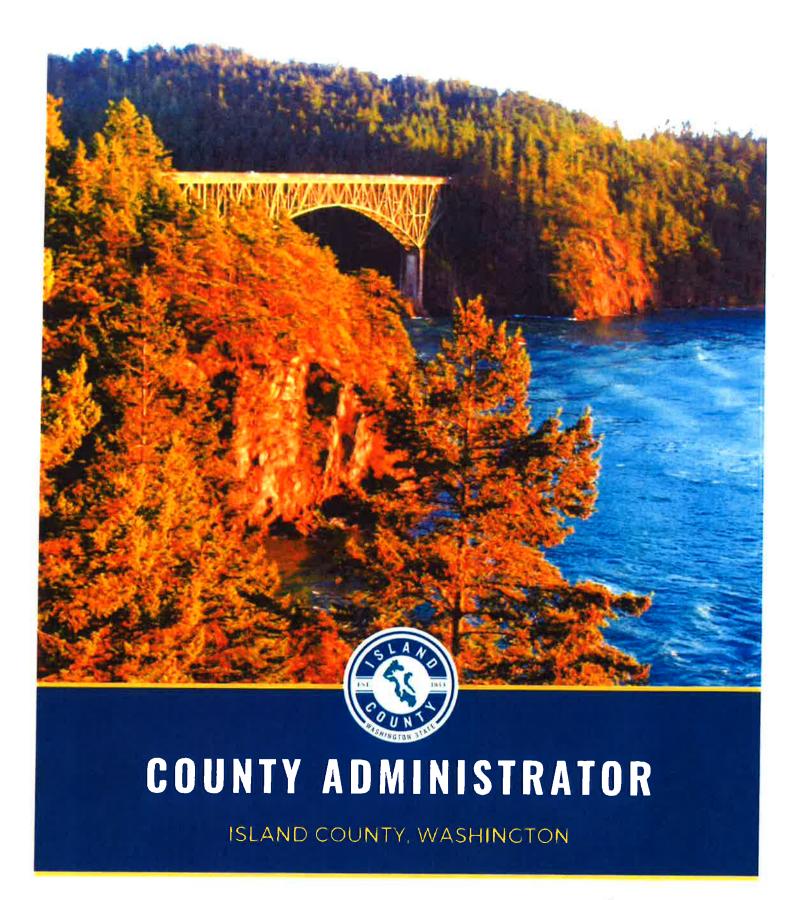
#### Expenses include:

- Websites, job boards and other advertising (approx. \$1,600 1,900)
- Direct mail announcements (approx. \$1,400 1,600)
- Consultant travel: Mileage at IRS rate and \$45 per hour
- Background checks (approx. \$170 per candidate)

The Jefferson Transit Authority has the right to cancel the search at any time. The Agency's only responsibility would be the fees and expenses incurred prior to cancellation.

#### **GUARANTEE & WARRANTY**

Should the selected candidate leave the employment of the Agency within the first 12 months of appointment, we will, conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.







# WELCOME TO ISLAND COUNTY

Located two hours north of Seattle, Island County is home to 87,000 residents who enjoy a coastal lifestyle on two main islands: Whidbey and Camano. With almost 200 miles of shoreline and nine state parks, the islands are popular for hiking, camping, boating, kayaking, windsurfing, kite-boarding. The surrounding waters are a paradise for fishing, clamming, crabbing as well as spotting oreas and gray whales during migration season.

Whidbey Island is accessible from the north by the iconic Deception Pass Bridge, the focal point of Washington's most popular state park. Fifteen minutes south is Oak Harbor, Island County's largest city, home to 23,000 residents and U.S. Naval Air Station Whidbey Island – the county's largest employer.

Washington State Ferries service the central and southern end of Whidbey Island in the seaside towns of Clinton and Coupeville. The economy of this rural region relies heavily on tourism, small farms and businesses, and the arts. Whidbey's southern end is also home to residents who commute by ferry to the nearby city of Everett, where Boeing has a factory regarded as the largest building in the world by volume. Known as "the sun belt" of Washington, Whidbey has significantly less rainfall than Seattle.

Residents appreciate the environmental beauty, mild climate, and small yet diverse communities. They enjoy access to thriving arts and local fresh food, and of course — beaches. Stunning sunsets over the snowcapped Olympic mountains are a regular occurrence.

In between Whidbey Island and the mainland lies Camano Island, one hour north of Seattle and accessible by bridge. Nicknamed "the easy island" for its laidback lifestyle, Camano is known for its prolific arts community, natural beauty, and waterfront state parks. Tourism has expanded to include zipline tours, a sculpture park, bed and breakfasts, as well as a 12,000 square foot community playground built by the local Rotary club.







# THE ORGANIZATION



Island County is led by a three-member Board of Commissioners elected from three districts to staggered four-year terms. The county operates with 465 full time employees spread over more than 20 departments and has a 2021 operating budget of \$118.5 million. The departments include Assessor, Auditor, Budget, County Clerk, County Commissioners, Coroner, District Court, Facilities Management, General Services Administration, Human Resources, Human Services, Information Technology, Juvenile Court Services, Planning and Community Development, Prosecuting Attorney, Public Health, Public Works, Sheriff including Corrections, Superior Court, and Treasurer.

The current board is bright, energetic, supportive, and eager for change. While Commissioners will occasionally have contrary viewpoints this Board is noted for its respect for each other as individuals and will always ensure each member has the freedom and opportunity to express their views. This is a high functioning Board that values the ability to disagree but maintains personal working relationships and always has the best interests of the County first.





**The County Administrator** is a new position reporting directly to the Board of Island County Commissioners, representing a significant change to both the Board and the organization. The County Administrator plans, organizes and coordinates the management of executive and administrative functions in coordination with and as assigned by the Board. This position provides organizational leadership and direction to Department Heads of Island County and is accountable for the efficient and effective performance of those departments, including establishing expected outcomes and results and evaluating those results.

**Diversity, Equity, and Inclusion (DEI)** – The County Administrator supports & influences colleagues to operationalize the DEI vision. This position works in partnership with the Equity Officer to provide leadership, collaboration, and support to teammates to differentiate our organizational vision for DEI into role–specific actions and performance management/accountability systems; and ensures that our DEI vision is infused into the DNA of the organization through its systems, tools, policies, structures, and practices.

#### Additionally:

- Advises and makes recommendations to the Board of Island County Commissioners regarding issues involving and
  affecting the County.
- Develops, recommends, and implements County policy and directives.
- Makes recommendations on financial and budgetary matters.
- Leads with exceptional personal character. Demonstrates individual respect and personal commitment in all interactions with staff, other departments, and individuals within and served by County government.
- Values and builds productive relationships. Cultivates high-functioning teams and creates organizational effectiveness.

# THE IDEAL CANDIDATE



Island County is seeking a public sector professional who is comfortable working with the County Commission's delegated authority and sharing administrative duties with an active full-time Board. The Board is looking for a talented administrator, with high emotional intelligence who is able to provide consistent management guidance to all county departments and facilitate the day-to-day operation of the organization. Additionally:

- Ability to cultivate high-functioning teams and create organizational
  effectiveness. They should be familiar with modern management
  practices, including the foundations of DEI and the broad vision that DEI
  brings in achieving institutional excellence. They will need the ability to
  establish equality and equity in the workforce, possess strong cultural
  competencies and skills, and the ability to build coalitions and
  collaborative relationships.
- Demonstrate understanding of the subject matter areas that fall under the oversight responsibilities of this position, especially higher-level technology issues.
- Capable of assisting the Board, department directors, other elected
  officials as well as the public in feeling comfortable with this new role.
  This person will be noted for building trust with the Board as well as
  enhancing communication and consensus. The successful candidate will
  bring excellent interpersonal skills and will be a cheerleader for change.

# **EDUCATION & EXPERIENCE**

- Bachelor's Degree from an accredited college or university, Master's Degree or higher preferred.
- 5 or more years of demonstrated progressively responsible managerial and supervisory experience with executive level decision making in government. Equivalent private sector experience may be substituted.
- Demonstrated experience in public sector budgeting and financial management. Experience in oversight of administrative programs and ability to manage in a complex, rapidly changing environment.
- Any equivalent combination which provides the required skills, knowledge and ability to perform the duties and
  responsibilities of the position.
- Candidates must have Covid-19 vaccinations.

Full job description available online at www.gmphr.com.

## **OPPORTUNITIES & CHALLENGES**

While there are many organizational and operational challenges that the new County Administrator will need to address in the first six months of their tenure, clearly the most significant issue will be the establishment of the County Administrator position.

The Board is eager for professional management; however, this position represents a substantial change for the Board and the organization. The new County Administrator will need the skills to facilitate the navigation by Commissioners and Department Heads through this change and be able to build a cohesive executive management team. This position will have the opportunity to create the roles and responsibilities of the position with the instituting Board.

### **COMPENSATION & BENEFITS**

Island County is offering a salary range of \$140,000 - \$160,000 for this position dependent upon experience and qualifications. The comprehensive benefits package includes:

- Medical, Dental, & Vision
- Life and Long-Term Disability
- 11 paid Holidays
- 19.5 days Paid Time Off with increases every 3-4 years
- 52 hours of Washington State Sick Leave
- PERS Retirement System
- EAP Program

### RESOURCES

**Island County** 

islandcountywa.gov

Whidbey Island Events, Festivals, Lodging, Lifestyle and More whidbeyisland.us

Whidbey and Camano Island Tourism

whidbeycamanoislands.com







Dear Colleague,

GMP Consultants is assisting Island County in finding a **County Administrator**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to other executives who may be interested?

Thank you for your consideration and help.

Greg M. Prothman GMP Consultants









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Learn more of www.gmphr.com

First Review:
April 10, 2022

For more info

Greg M. Prothman
GMP Consultants
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206-714-9499

CMP